

**Pearson Higher National  
DIPLOMA IN  
BUSINESS**

**ASSIGNMENT BRIEF**

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**UNIT 32: BUSINESS STRATEGY**



Level  
BTEC  
Higher  
National  
Certificate

4

Level  
BTEC  
Higher  
National  
Diploma

5

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# Colbourne College

## Student Cover Page And Assignment Brief

<b>Unit Number and Title</b>	<b>Unit 32: Business Strategy</b>		
Academic Year			
Unit Tutor			
<b>Assignment Title</b>	<b>LO1. The impact and influence which the macro environment has on an organisation and its business strategies.</b>		
Issue And Submission Date	ISSUED ON:	DUE ON:	
<p style="text-align: center;"><b>NAME OF CONTRIBUTORS</b> <b>Authenticity Of Own Work</b></p> <p>By affixing my name, I hereby confirm that this is my own work and all information included were credited to the source. No part of this work is plagiarised.</p>			
Plagiarism Report Is Included	YES	NO	Number Of Pages In The Assignment
<b>STUDENTS DO NOT MARK BELOW THIS LINE PLEASE</b>			
<b>The Student/s satisfied the Pass Criteria?</b>		YES	NO
		IV	
P1. Applying appropriate frameworks, analyse the impact and influence of the macro environment on a given organisation and its strategies.			
Conduct adequate research to generate knowledge as basis for analysing the scenario and subject areas in the given contexts.			
Produced a professional document suited for the assigned purpose-of-use			
Applied the subject areas reasonably well to the assigned role/issues in the context of the case study to correctly meet the criteria set out in the task.			
<b>The Student/s achieved all of the above requirements that define the Pass grade</b>		YES	NO
<b>The Student/s satisfied the Criteria for MERIT?</b>		YES	NO
		IV	
M1 Critically analyse the macro environment to determine and inform strategic management decisions.			
The subject matter and key issues are suitably researched, and the discussion is focused. The quality of writing is very good, and the ideas transitioned well from one point to the next.			
<b>The Student/s achieved all of the requirements that define the MERIT grade</b>		YES	NO
<b>The Student/s satisfied the DISTINCTION?</b>		YES	NO
		IV	
D1 Critique and interpret information and data applying environmental and competitive analysis to produce a set of valid strategic directions, objectives, and tactical actions.			
The paper is well researched, the arguments are evidenced, robust, and the ideas are well synthesized. The student demonstrated mastery in the subject matter and issues.			
<b>The Student/s achieved all of the requirements that define the Distinction grade</b>		YES	NO
<b>Markers' Review/Comments/Further Action Required</b>	<b>Markers' Review/Comments/Further Action Required</b>		
<b>REFERRED WORK: The Student must make corrections and resubmit?</b>		YES	NO
<b>Signature Of First Marker:</b>	<b>Dated:</b>	<b>IV's Name:</b>	<b>Dated:</b>

# LO1. ASSIGNMENT

***LO1. Analyse the impact and influence which the macro environment has on an organisation and its business strategies***

## CASE STUDY AND SCENARIO

You are a business consultant hired to assist Starbucks with its Strategic Plan. To commence you will need to gain better understanding of the macro environment in which the company operates, and the influences of these forces on the decisions and strategic plans of the company. For reporting purposes, you will be producing a Fact Sheet and a Business Report which is addressed to the COO. You will find the case study here to analyze the business context of Starbucks and carry out the assignment effectively:

[https://scholar.harvard.edu/files/nithingereddy/files/starbucks\\_case\\_analysis.pdf](https://scholar.harvard.edu/files/nithingereddy/files/starbucks_case_analysis.pdf).

**P1.** *Applying appropriate frameworks, analyze the impact and influence of the macro environment on a given organization and its strategies.*

**PART A. COMPULSORY TASKS: CREATE A FACT SHEET AND ANSWER THE TASKS BELOW IN PART-COMPLETION OF P1:**

1. What is strategic planning?
2. What is a Strategy Plan?
3. Use a diagram to classify the macro environment.
4. How can the macro environment impact and influence a business?
5. Why is scanning the external environment important in the strategic planning process?
6. What are the potential challenges that a business may face in analyzing the external environment?
7. What is strategic myopia, and how can it be overcome?

**PART B. COMPULSORY TASKS: DO A BUSINESS REPORT TO ADDRESS THE FOLLOWING:**

1. Examine the strategic context of Starbucks.
2. There are different types of frameworks and analysis of the macro environment. Use PESTLE, Porter's Five Forces, and **One other** model from the list below to critically analyze the impact and influence of the macro environment on Starbucks and its strategies:
  - Stakeholder analysis: stakeholder matrix, stakeholder mapping.
  - Environmental analysis: PESTLE and Porter's Five Forces model.
  - Structure-conduct-performance model.
  - Strategic positioning: Ansoff's growth vector matrix.
  - Organisational audit: SWOT analysis, benchmarking indicators.

**PART B. OPTIONAL TASKS FOR THE REPORT:**

3. **M1.** Use the information emerging from the study of the macro environment above to determine and inform the strategic management decisions in Starbucks (this task satisfies M1. It is optional)
4. **D1.** Critique and interpret information and data applying environmental and competitive analysis to produce a set of valid strategic directions, objectives, and tactical actions (this task satisfies M1. It is optional)

## SUBMISSION INSTRUCTIONS

### PART A. INDIVIDUAL ASSIGNMENT

The Fact Sheet should be printed two-sided on one sheet of A4 Paper. The font-size may be 9.

### PART B. INDIVIDUAL ASSIGNMENT

The submission must be in the form of a Business Report which should be written in a concise, formal business style using single spacing and font size 11. You are required to make use of headings, four-section research-paper layout, paragraphs and subsections as appropriate. All work must be supported with research and in-text referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1500 to 2,200 words.

- ❖ Fully complete the **Assignment Cover Page** and use same as the front sheet/cover of your assignment.
- ❖ **Conduct research** to generate knowledge which will form the basis for analysis of the scenario and context given in the Case Study. You need to reference figures, statistics and tables copied into your work. For all other information, paraphrase and summarise and provide the references correctly in the bibliography using the Harvard referencing system.
- ❖ **Word Limits:** The recommended word requirement for the P task is 1500 words with minimum of six (6) intext referencing sources in section 2, the research findings section. M and D tasks are usually 350-400 words each.
- ❖ You may reuse the same reference sources in the Ps for the M and D tasks. You can also draw from new sources. You DO NOT need to use the four-section layout for the M and D tasks, use same for the P tasks requiring research essay or research report.
- ❖ You **MUST** use the headers same as given e.g. P1, M1, P2. Do not reword them from the original.
- ❖ Use page numbers.
- ❖ Font Style is Arial & Font Size is 11 AND Line Spacing is 1 & Paragraph Spacing is 2
- ❖ Include the full plagiarism report after the reference page, and not just the score.
- ❖ Save the work as PDF before submitting.
- ❖ Use [www.citethisforme.com](http://www.citethisforme.com) for referencing and [www.grammarly.com](http://www.grammarly.com) for grammar and editing.

## Guidance To Students. You should read this information before starting:

- 1) Read the brief and think about what the assignment brief is asking. Make sure you understand the assessment criteria and nature of the evidence that must be produced. If you are not clear seek guidance from the tutor on the unit.
- 2) Guided by what the subject areas and issues in the task, you will conduct literature review to produce research findings that provide valid answers to the problem/subject/issues that you are inquiring.
- 3) Produce an appropriate assessment action plan that includes relevant research resources and timeframes. Submit this to the tutor for additional support or clarification if required.
- 4) You must be clear on the requirements to develop an appropriate specification to produce and communicate your work to the intended audience e.g. for written essays or reports you will organise the paper in sections:
  - 4.1. SECTION 1: **Introduction** – In a short opening statement you will outline what the task is asking and the aim/s of the paper. Further, you will briefly define the key terms in the assignment.
  - 4.2. SECTION 2: **Research Findings** - you will research the subject area/s and find answers and generate the knowledge to correctly investigate the issues raised. To carry out the research, apply a range of secondary research sources to elucidate the scope of the subject and support the requirements set out in the task. The research findings that you produce must be valid. This means that the findings must be relevant, and the sources used are appropriate. You will apply the research findings to your work to support, compare, analyse and validate the ideas and arguments. All arguments and ideas discussed must be credited to the source. That is, you must correctly state the name of the Author or source that you obtained the information from e.g. (Brown, 2016). The required referencing style is Harvard Referencing.

*RESEARCH SOURCES:* Secondary research sources that you can use to gather information for your work may include textbooks, journal articles, magazine articles (not factual accounts) and newspapers. Other sources that you may collect information from are *primary research sources* which include original first-hand accounts, legal and historical documents, results of experiments and market research data collection.

*RESEARCH METHODS:* You will further apply *qualitative and/or quantitative research methods* to evaluate the research findings from the primary sources. Qualitative is reasoning with arguments while quantitative is numbers and figures.

*AVOID PLAGIARISING:* You must reference all the sources in the body of your work (in-text). Further, create a reference page to list all these in-text sources that you cited in the work. Failure to reference your work in-text and on the reference page will result in a fail grade for the unit, as this is plagiarism (cheating/academic misconduct).
  - 4.3. SECTION 3: **Discussion** - this is substantive discussion of the research findings. Here you will carry out the command verb in relations to the task you are assigned. E.g. you may be asked to analyse, explain, assess, apply, justify, compare etc. These are different commands and will require different approaches. Also, if the research findings are not relevant to the task, no matter the quality and rigor of the discussion, the criteria will not be met because your discussion should be an expansion of the research findings. Hone your discussion to meet all criteria set out in the task.
  - 4.4. Section 4: Conclusion. Draw conclusions to form the basis for recommendations. Conclusions are summary of the main points in the work. Recommendations are future actions needed based on the conclusion/outcome.
- 5) Submit a **pdf copy of your work** on or before the published deadlines. Work past due is not acceptable under any circumstances except in extenuating circumstances which must be approved before the deadline expires.
- 6) Submit your work using the correct portal on iTutor. Work sent to incorrect portal will not be marked.
- 7) Students will be awarded either Pass, Merit, Distinction, Referred, Incomplete, or Fail grade. In practice, this means that a student must achieve all the required learning outcomes to be awarded pass grade or higher. Thus, for students to achieve Pass, they must achieve all of the requirements that define the Pass. To achieve a Merit, students must achieve all the requirements that define Pass and Merit. For Distinction, the student must achieve all Pass, Merit and Distinction requirements. Referred Grade is where one or more tasks does not achieve a Pass Grade. You will be given feedback and the opportunity to submit the corrections at a future time agreed with your Supervisor.
- 8) Failure to submit any part of an assignment will result in the work marked In-Complete. In-complete then changes to Fail. Avoid fail grade at all cost. In-complete (IC/NC) and Fail Grade (F) mean that you must pay to take over this unit/course. Here are the ways to fail: 1) not doing the working at all; 2) not attempting all the tasks listed as P (e.g. P1, P2 etc), 3) getting over 60% of the tasks as referred grade; and 4) plagiarising. Historically, less than 5% of the class will Fail.

# COURSE CONTENT AND OBJECTIVES

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## LO 1: Analyse the impact and influence which the macro environment has on an organisation and its business strategies

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### The Strategic Context:

- Missions, visions and objectives.
- The definition and meaning of strategy.
- The role of strategy to achieve business objectives and goals, strategic intent and different strategic direction.
- Different strategic planning techniques.

### Analytical frameworks of the macro environment:

The different types of frameworks and analysis of the macro environment, including:

- Stakeholder analysis: stakeholder matrix, stakeholder mapping.
- Environmental analysis: PESTLE and Porter's Five Forces model.
- Structure-conduct-performance model.
- Strategic positioning: Ansoff's growth vector matrix.
- Organisational audit: SWOT analysis, benchmarking indicators.

## LEARNING RESOURCES TO SUPPORT THE LESSON

The following Reading Assignments are for lead discussion at the group meetings and to assist with carrying out the assignments:

### Links

- ❖ Macro Environment of Business: Economic Environment and Non-Economic Environment  
LINK: <http://www.yourarticlelibrary.com/business/macro-environment-of-business-economic-environment-and-non-economic-environment/23373/>
- ❖ Porter's Five Forces  
LINK: <http://www.free-management-ebooks.com/dldebk-pdf/fme-five-forces-framework.pdf>
- ❖ McDonald's Five Forces Analysis (Porter's Model)  
LINK: <https://www.youtube.com/watch?v=RLEZk8sGeZQ>
- ❖ Ansoff Growth Matrix – Four Ways To Grow A Business  
LINK: <http://www.differentiateyourbusiness.co.uk/ansoff-growth-matrix-four-ways-to-grow-a-business>
- ❖ Ansoff's Growth Strategy Matrix  
LINK: <http://www.ecornell.com/wp-content/uploads/sites/8/2013/07/Ansoffs-Growth-Strategy-Matrix1.pdf>
- ❖ Definitions Of Command Verbs Used In The Task  
LINK: <http://www.ocr.org.uk/Images/149928-command-verb-definitions.pdf>

### Textbooks

- JOHNSON, G. et al (2014) Exploring Strategy Text and Cases. Harlow: Pearson.
- JOHNSON G. et al (2011) Fundamentals of Strategy. 2nd Ed. Financial Times/Prentice
- Hall. KIM, W. C. and MAUBORGNE, R. (2015) Blue Ocean Strategy. Expanded Ed. Boston: Harvard Business Review Press.
- ROTHARMEL, F. (2014) Strategic Management. 2nd Ed. Maidenhead: McGraw-Hill.